

*European Corporate Strategy: Heading for 2000*, OLIVER L. LANDRETH, St. Martin's Press (1992), 183 pp., £35.00.

A useful book on the issues facing European Corporations (and/or those operating in that part of the world); includes case studies on CMB Packaging, FAI SpA, Züst Ambrosetti SpA, Banco Comercial Portugues, Amsterdam Airport Schipol, SAS Scandinavian Airlines, Belfe Clothes, The Mexx Group, and Amorin Lage S.A. Another volume that addresses the same themes more generally and from a more academic viewpoint is *European Industrial Restructuring in the 1990s*, Edited by KAREL COOL, DAMIEN J. NEVEN and INGO WALTER, Macmillan (1992), 406 pp., £47.50. The latter volume is a classic example of a thorough and relevant exercise that needs some kind of executive summary for managers as they are unlikely to have the time (or inclination) to study the book itself.

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*Riding the Waves of Culture: Understanding Cultural Diversity in Business*, The Economist Books (1993), 192 pp., £20.00.

Argues that national cultural differences are far greater than has generally been supposed and that organizations ignore these differences at their peril. Also argues against the widely held view that internationalization will create a common, world-wide culture. Based on a unique database of 15,000 interviews carried out in 30 international companies. Useful contribution to the debate even if the conclusions are not entirely convincing. A different (Indian), and very valuable, perspective on this important subject is provided by *Management by Values*, S. K. CHAKRABORTY, Oxford University Press (1991), 322 pp., £13.50.

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*Managing Public Services: Competition & Decentralisation*, RICHARD COMMON, NORMAN FLYNN and ELIZABETH MELLON, Butterworth Heinemann (1992), 152 pp., £30.00.

Discusses the reforms in the (U.K.) public sector over the past decade. Useful background to a most important subject; but it was noticeable that little attention was given to systematic strategic thinking (no references to public sector articles from Long Range Planning!), or to the role of a 'learning organisation' approach. The authors support the view: 'We believe that there is in truth little difference between good managers and good leaders.' And the final chapter on 'Making Change Happen' concludes with: 'The real trick is for public sector managers to preserve public values while producing efficient and effective services.' Easy to say, hard to do!

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*Organizational Culture and Leadership*, EDGAR H. SCHEIN, Jossey-Bass (1992), Second Edition, 418 pp., £18.95.

A well presented study that shows how to identify, nurture, and shape the cultures of organizations—in any stage of development—to achieve their goals and missions. Needs to be widely read by nearly all those with responsibilities in this area. Most of the same group of readers would also benefit from listening to the tapes *Empowering Boards for Leadership: Redefining Excellence in Governance*, JOHN CARVER, Jossey-Bass (1992), 2 hours, £16.95, which argues how boards can keep their focus on the vision of the organization, prescribing ends but leaving means to staff. The importance of vision is also well argued in *Visionary Leadership*, BURT NANUS, Jossey-Bass

(1992), 237 pp., £17.95. In essence the author argues that 'Vision + Communication = Shared Purpose; and Shared Purpose + Empowered People + Appropriate Organizational Changes + Strategic Thining = Successful Visionary Leadership.' Nanus also maintains that this is what Walt Disney meant when he said, 'If you can dream it, you can do it.' But the key message of the book is that there is a quantum jump between having a dream and implementing it successfully. Too true! A specific example of the difficulties encountered is at the core of a study of *Universities in Africa: Strategies for Stabilization and Revitalization*, WILLIAM S. SAINT, The World Bank (1992), 140 pp., £10.95. Unfortunately, the academic (rather than managerial) style of presentation is likely to limit its readership among those actually responsible for resource decisions.

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*On Organizational Learning*, CIIRIS ARGYRIS, Blackwell (1992), 450 pp., £40.00.

Brings together the seminal work on organizational learning done over many years by the author. A vital subject for managers but this volume is, unfortunately, more likely to be read by an academic audience; also surprising to find no mention of the work of Peter Senge (*The Fifth Discipline: The Art & Practice of The Learning Organization*, Doubleday (1990). Another study (textbook) that brings together the development of organizational theory with that of strategic management and the management of change to focus on 'managing change and changing managers' is *Managing Change: A strategic approach to organisational development and renewal*, BERNARD BURNES, Pitman (1992), 322 pp., £18.99. But the importance of a learning approach is only mentioned in passing.

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*Business and Society*, EDMUND MARSHALL, Routledge (1993), 124 pp., £10.99.

An introductory text specially designed for (U.K. based) MBA students. Very basic introduction—could also be used on 'A' level courses?

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*The Embedded Firm: On the Socioeconomics of Industrial Networks*, Edited by GERNOT GRABHER, Routledge (1993), 306 pp., £40.00.

Firms are increasingly using network forms of collaboration and the 13 papers included in this volume cover three particular areas: high technology, subcontracting and regional networks. A multinational group of 15 academics has produced another study destined to be read mainly by other academics; although, no doubt, it contains ideas that would be useful to busy managers.

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*Post-Capitalist Society*, PETER F. DRUCKER, Butterworth-Heinemann (1993), 204 pp., £16.95.

Another Drucker book on the changes that are affecting politics, business and society. Well worth reading, especially if you have not read too many of his earlier volumes. He is always easy to read and makes readers think more deeply about the issues. Pity it is not available in paperback, at one-quarter of